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CAREER DEVELOPMENT IN THE GEOGRAPHIC AREA

A. Overall Goals and Policy

The goal of the Geographic Area Career Development program should be the maximum development of our human resources, with associated growth of morale, quality and quantity of work accomplished, and flexibility and efficiency of organization. An adequate career program will enable each employee to develop in such fashion that he or she makes the greatest possible contribution to the effective functioning of the Geographic Area and of CIA.

The major elements for accomplishment of career development are the basic planning of the program, the drive, capability and motivation of the individual and the quality of the supervision. These make possible individual development on the job and through training in the field and in the classroom. In the Geographic Area most of the development will take place on the job, where the quality of supervision will be the dominant factor. The quality of supervision ~~withstands~~ determines much of the employee's reaction to the job and career, and the supervisor also provides career guidance as well as much of the data for assessment of an individual's potential.

Each of the four divisions of the Geographic Area is staffed mainly by geographers, yet the duties and functions of each division are quite different and, as a result, employees develop along different lines of specialization. Within each division there is considerable opportunity for progress for those who are willing to link past education and experience with on-the-job experience, and to supplement these qualifications with additional training and the rendering of an excellent

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on-the-job performance. Individuals should recognize, however, that this is of necessity a competitive situation, and that quality of performance and potential for higher responsibilities are factors that must be considered by supervisors and division chiefs.

In addition to development and progress within a division, there is opportunity for individuals, in most cases at grades below GS-11 but in some cases at higher grades, to move from one division to another within the Geographic Area. Any such transfer that will be beneficial to the individual and to the Geographic Area is considered desirable. Career guidance with respect to transfers, as in all phases of career development, is the responsibility of supervisors, and they must, of necessity, be concerned not only with the benefits to their branch or division but also with the benefits to the individual, to the Geographic Area, and to all of CIA. Desires for moves of this type should be brought to the attention of branch or division chiefs, and the individual will then receive full consideration when vacancies occur. Above GS-9, due to subject specialization, flexibility decreases and transfers are usually related to administrative abilities of the individual.

When it is felt that an individual has achieved his maximum development and personal progress within the Geographic Area, there are still possibilities for progress within other components of the Agency. Well-trained geographers with experience in the Geographic Area have transferred to OO, St/I, and DD/P; librarians have possibilities in OCD and in the Office of Training; cartographers have opportunities in other specialized cartographic or presentation units in the Agency.

The Geographic Area policy recognizes the following general methods of career development.

1. Development of the individual's capacity to handle his present job.
2. Through sympathetic supervision and career guidance, assist the individual to develop his career within the division so that he becomes able to handle higher responsibilities and make the greatest possible contribution to the effective functioning of his division. In addition, supervisors will encourage individuals to make contributions, related to their normal fields of responsibility, to other parts of CIA and the U.S. Government. These contributions may come as an outgrowth of field experience or a special competence resulting from some unusual activity and may provide certain individuals with opportunities which would not otherwise develop.
3. Through sympathetic supervision and career guidance, assist individuals who might perform more effectively in another division to move out of their present division to an appropriate position elsewhere in the Geographic Area.
4. For the few whose capacities develop beyond any Geographic Area assignments, assist them through sympathetic top-level supervision and career guidance to move outward and upward to Agency positions commensurate with their capability.

All of these types of career development must take place in an environment of proper supervision at all levels and of practical availability of

opportunities for increased responsibilities and whatever training is needed, whether field experience for area knowledge or academic training for new tools such as languages and research techniques.

4. Photographic Intelligence Division

- a. Senior Analyst. Objectives: To provide over a period of time the following on-the-job experiences and extra-divisional training that will make possible the maximum development of any analyst at lower grade to the highest research position as senior analyst.

(1) Opportunity to develop research abilities by:

- (a) On-the-job experience in the developing of intelligence data as observed in or interpretable from the latest available photography.
- (b) University training, as necessary, in photogrammetry, photogeography or photogeology and regional geographic studies, phytogeography and other regional surveys in the earth sciences.
- (c) Attendance at the Industrial War College and training in military schools, colleges, and agencies, including courses in strategic intelligence, escape and evasion, radar reconnaissance systems and interpretation, special weapons orientation, and others dealing with aspects of reconnaissance and photo intelligence systems.
- (d) Language training, as necessary, in Russian, German and one or more Romance languages to develop a capability sufficient to use maps and charts in these languages and to identify the nature of the content of documents and publications.
- (e) Working acquaintance with the Department of Defense Photo Intelligence, Research and related centers overseas and within the limits of the U.S.
- (f) Attendance at technical conferences, conventions and national meetings of scientific, professional or technical societies.
- (g) Strong encouragement to experiment with and to develop new research methods and techniques in photo intelligence.
- (h) Developing and teaching short courses in his field of specialization in support of inter-divisional training and in coordination with the Office of Training of photo intelligence training for CIA personnel.

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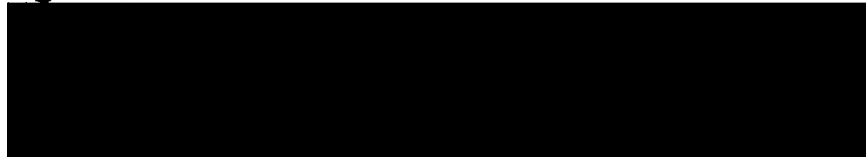
(2) Opportunity to learn countries or regions of specialization by:

- (a) Visits to the subject countries or analogous regions to secure area training or specialty training for periods ranging from a few weeks to three months every four or five years.
- (b) Daily examination of pertinent intelligence materials covering the areas of specialization.

(3) Opportunity to establish and maintain coordination and contacts by:

- (a) Intimate knowledge and personal experience through collaboration with components of the DD/I area down to branch level, and experience in handling DD/P problems.
- (b) Experience in Area, Office, Agency and Inter-Agency committees with emphasis on Department of Defense agencies.

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b. Branch Chief. The experience to be had and necessary training to be taken by a branch chief are the same as for a senior analyst, but in addition the branch chief should have:

- (1) Experience as a deputy branch chief.
- (2) Training courses in management and administration.
- (3) Research experience and knowledge of two or more countries or geographic regions of the world.
- (4) Experience in directing the research of subordinates and substantively editing other analysts' work.

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